

# Educational and Technical Assistance to CMV Drivers and Motor Carriers

---

## PEER EXCHANGE

*Prepared for*

*U.S. Department of Transportation  
Office of Motor Carriers  
Washington, D.C.*

*Prepared by*

*Upper Great Plains Transportation Institute  
North Dakota State University  
Fargo, North Dakota*

**FINAL REPORT**

**December 1998**



## ACKNOWLEDGMENTS

The *National Peer Exchange on Educational and Technical Assistance (ETA) to Commercial Vehicle Drivers and Motor Carriers* was funded by the Federal Highway Administration's Office of Motor Carriers (OMC) through a grant to the Utah Department of Transportation (UDOT), Office of Motor Carriers. The liaisons for the study included Mr. Paul Alexander and Ms. Barbara Kenefake from the OMC's headquarters and Ms. Shirleen Hancock from UDOT. Dr. Ayman Smadi from the Upper Great Plains Transportation Institute (UGPTI) at North Dakota State University was the project consultant.

The peer exchange team wishes to acknowledge the assistance of the States, OMC Division Offices, trucking companies (CR England, Dart Transit, Dick Simon, Fortune Transportation, Landstar), trucking associations, and other private sector organizations which participated in the peer exchange site visits (3M, Great West Insurance, Independent Truck Driver Association). Numerous individuals provided valuable insights into ETA programs, shared their experiences, and provided the peer exchange team with an open and welcoming atmosphere to learn about their programs.

Special thanks go to Shelley Sundvor, Travel Consultant with AAA First International Travel in Fargo, for making all the travel arrangements related to the peer exchange; Deb Lien, graduate student at NDSU for assisting in travel planning and billing; Bev Trittin, Visual Communication Specialist at the UGPTI, for assisting in preparing the reports, web page, and other artwork; and finally Shelly Glatt, Administrative Secretary at the UGPTI and Renita Hamlet, Transportation Assistant, Office of Motor Carriers, State Programs Division, for their assistance in the project.

# Contents

(click to view)

<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
<b>INTRODUCTION .....</b>	<b>9</b>
PEER EXCHANGE TEAM .....	10
STATE VISITS .....	11
ETA PROGRAM ELEMENTS .....	11
HOW TO USE THIS REPORT .....	12
REPORT ORGANIZATION .....	12
<b>FINDINGS and RECOMMENDATIONS .....</b>	<b>14</b>
SUCCESS FACTORS .....	14
MODEL ETA PROGRAM .....	16
<b>INFORMATION IN-PRINT .....</b>	<b>24</b>
HANDBOOKS AND MANUALS .....	24
SPECIAL PURPOSE PUBLICATIONS .....	26
PAMPHLETS/BOOKLETS/BROCHURES .....	28
NEWSLETTERS .....	29
FACT SHEETS/FYI'S .....	30
<b>TRAINING .....</b>	<b>31</b>
NEW CARRIER TRAINING .....	32
TRAINING SEMINARS AND CLASSES .....	32
TRAINING PROGRAM DEVELOPMENT .....	38
<b>INNOVATIVE DELIVERY OPPORTUNITIES .....</b>	<b>41</b>
TECHNOLOGY .....	41
OUTLETS .....	43
<b>OUTREACH .....</b>	<b>45</b>
TRUCKERS AND TROOPERS .....	45
RIDE-ALONG .....	45
SHARE THE ROAD .....	45
NO-ZONE .....	46
ROAD WATCH (PIKE WATCH) .....	47
ATA TRUCK DRIVER APPRECIATION WEEK .....	47
INTERNATIONAL HIGHWAY TRANSPORTATION SAFETY .....	
WEEK IHTSW) .....	47
TRUCK DRIVING CHAMPIONSHIP .....	47
<b>PARTNERSHIPS AND COORDINATION .....</b>	<b>48</b>
STATE TRUCKING ASSOCIATIONS .....	48
ADVISORY COMMITTEES/BOARDS/COUNCILS .....	48
<b>PRIVATE SECTOR ETA .....</b>	<b>50</b>
TRUCKING AND INDUSTRY TRADE ASSOCIATIONS .....	50
TRUCKING COMPANIES .....	51
INSURANCE COMPANIES .....	52
SHIPPERS .....	52

# EXECUTIVE SUMMARY

This report documents the findings of the National Peer Exchange on Educational and Technical Assistance to Motor Carriers and Commercial Vehicle Drivers (ETA). The peer exchange team consisted of State, Federal, Commercial Vehicle Safety Alliance (CVSA), and private industry motor carrier safety representatives. The report identifies ETA best practices observed during site visits to the participating states and trucking companies.

Seven states were visited during the peer exchange, including (listed in alphabetical order): California, Iowa, Maryland, Minnesota, New Mexico, Pennsylvania, and Utah. In addition, in conjunction with some state site visits, the peer exchange team visited several private trucking companies including (listed alphabetically): CR England, Salt Lake City, Utah; Dart Transit, St. Paul, Minnesota; Dick Simon Trucking, Salt Lake City, Utah; and Landstar Inway, Rockford, Illinois. Other trucking companies, trucking associations, and truck driving schools presented their ETA programs at peer exchange meetings held during the site visits and shared some of their experiences with the peer exchange team.

The ETA Peer Exchange was set out with two main objectives: 1) to identify best practices for providing effective educational and technical assistance to commercial drivers and motor carriers; and 2) to disseminate information on best practices to states and private industry. The scope of ETA practices covered in the peer exchange included:

1. Federal, state, and industry innovative outreach programs.
2. Federal, state, and industry training programs for drivers and motor carriers.
3. Information material (such as brochure handouts, manuals, pamphlets) distributed to CMV drivers and motor carriers.
4. New and innovative technologies used to provide training and outreach programs to CMV drivers and motor carriers.
5. Federal, state, and industry partnerships and coordination to implement training and outreach programs.
6. Public awareness campaigns (such as the No Zone) and outreach programs targeted at shippers or transportation brokers.

## HOW TO USE THIS REPORT

The information in this executive summary provides an overview of the peer exchange team's key findings and some examples of best ETA practices. However, for a detailed description of these practices and for additional sources of information, readers should refer to the respective chapters in this report. ***States are encouraged to:***

1. Assess where they currently are in the ETA process by using the Best ETA Practices summarized in this report to benchmark their current activities.
2. Assess their ETA needs based on their own program's goals and objectives and the Best ETA Practices summarized in this report.
3. Use contacts from other states listed in this report to get detailed information on best ETA practices of highest interest.
4. Develop short and long-range ETA programs, given various funding and resource availability scenarios, by selecting appropriate Best ETA Practices.

## SUCCESS FACTORS

The peer exchange team identified six factors for the success of ETA programs:

- ✓ *Management philosophy* — The first and foremost element of effective ETA programs is management commitment which affects the level of emphasis placed on ETA programs within the agency/organization and the level of resources dedicated to ETA activities.
- ✓ *Coordination/cooperation/partnering* — ‘You don’t have to do it yourself.’ Partnership and cooperation among all relevant federal, state, and private industry partners achieves a more effective and comprehensive ETA program.
- ✓ *Adequate resources* — Adequate resources must be allocated to develop and carry out effective ETA programs.
- ✓ *Effective information* — The success of ETA programs depends on providing the right information, to the right user, at the right time, and in the right format.
- ✓ *Effective delivery* — Another important element in the success of ETA practices is the effective delivery of information. Some of the key factors include: the type of audience, accessibility to users, and flexibility in presentation material.
- ✓ *On-going process* — The ETA process should be an on-going activity that is updated and reviewed regularly as information and issues change. This will take into account users feedback to ensure assuring the message is getting out and the goals are achieved, and take advantage of new opportunities.

## RECOMMENDATIONS

The best practices summarized in this report can provide states with a good measuring tool and may fit several environments, depending on the level of resources and types of issues. In addition, the peer exchange team identified nine major recommendations:

- Secure top management’s commitment to an effective ETA Program.
- Establish stakeholder coalitions such as users advisory panels and interdepartmental groups.
- Solicit feedback from all participants, to assure that programs are relevant and effective.
- Use industry associations to market programs to potential participants.
- Check for existing and available material before expending resources on developing new program material.
- Needs sourcing — ‘target’ programs to those who need them the most.
- Develop and implement *user-friendly* means of access to ETA information.
- Good Will — cultivate a positive and cooperative perception among stakeholders.
- Create a repository (clearing house) of resources and information on ETA topics and programs that can be accessed at the national level.

The following sections provide a quick overview of best ETA practices. Refer to the report for a full description.

## INFORMATION IN-PRINT

Printed information is the most common method used to reach customers with ETA material and programs. Several categories of printed material were identified by the peer exchange team, including:

### Handbooks and Manuals

Generally these publications cover motor carrier safety regulations in the state and may include Federal Motor Carrier Safety Regulations (FMCSRs). Examples of effective handbooks and manuals are presented in the report in Chapter 3. Several features were identified by the peer exchange team that distinguish effective handbooks:

- Contain relevant and easy to understand information.
- Information is kept up-to-date, especially regulatory changes.
- Designed to present information in a well-organized and easy-to-use format.
- Method of delivery and distribution. Mail is the most common method, however, updating mailing lists and reaching small and private carriers is critical. Other methods, such as the *Internet*, are increasingly used to provide better access.

### Special Purpose Publications

These are generally publications that target a specific topic, issue, or audience. The information in these publications tends to be less regulatory and more guidance on how to comply with regulations.

### Pamphlets/Booklets/Brochures

These publications focus on a single issue and provide a quick reference and a reminder to the users — they raise awareness rather than provide detailed information. Generally these publications provide contact information for users interested in knowing more about a program or issue. A good example is the No-Zone pamphlets.

### Newsletters

Newsletters can be a very effective tool in getting regulatory updates, information on critical safety issues, and listings of ETA opportunities. The frequency of these newsletters range from weekly to quarterly. There is a growing use of fax capabilities and the Internet to provide this information in a timely manner.

### Other

Several states use press releases and special bulletins to send out information on safety issues, regulatory changes, or major construction projects.

## TRAINING

Federal and state agencies and motor carrier industry partners offer numerous training opportunities to motor carriers and CMV drivers. Training is offered at regularly scheduled classes, by-request classes, or occasional presentations. However, as is often the case, training programs are not reaching those who need them most. A common complaint in the states visited was ‘preaching to the choir.’ As with other ETA programs, effective training programs require relevant information, effective delivery methods, proper advertisement, and coordinated and cooperative efforts among all partners.

Training program evaluation is very crucial to keep the training program viable. Some of the more active states in providing training programs have invested extensively in developing mechanisms for evaluating and improving these programs. The most common method is user feedback. However, most attempts to measure the effectiveness of the training programs in changing behavior are still at a rudimentary stage.

The peer exchange team identified three major categories to classify the observed training programs: 1) new carrier training, 2) topic-specific training focusing on a single topic or area such as Driver Qualifications or Hours of Service, and 3) industry-specific training which targets the needs of a specific industry or type of carrier.

## INNOVATIVE DELIVERY OPPORTUNITIES

Effective delivery and user accessibility are critical to the success of ETA programs. Information is only valuable when it reaches those who need it most. One of the challenges for ETA programs is to reach small carriers who may lack the experience or resources to access or develop training programs. These carriers may be unaware in some instances of regulatory safety and operating requirements. State agencies and industry organizations recognize this need and are continuously trying to reach these carriers. Some of the observed innovative delivery methods include:

✓*Internet* — Advancements in information technology are revolutionizing information processing, delivery, and access. At the forefront of this information revolution is the *Internet*, which provides an effective and economical medium for reaching a wide audience with extensive information when/where the user needs it.

✓*CVISN* — Another aspect of the use of information technology is *CVISN*<sup>1</sup>, which is aimed at streamlining the permit process and improving highway safety, by enhancing and expediting information exchange between system operators and users.

✓*Computer presentations* — The use of *computer presentations* adds to the flexibility and creativity of presenters and is usually more effective for delivering training.

✓*Fax* — Using *fax* machines was very effective in delivering regulatory updates, safety news flashes, request for information (fax-on-demand), construction project updates, press releases, etc.

✓*Telephone Help Lines* — More effective if all inquiries are consolidated in one location to assure consistency. Iowa developed special telephone devices that have single button operations for reaching information from various sections at their One Stop Shop (see Chapter 6 in the report for a photo of the system).

✓*Video conferencing* — Being used to reach more users, especially when travel (for both presenters and attendants) can be costly and time consuming.

---

<sup>1</sup> Commercial Vehicle Information System Networks developed part of the Intelligent Transportation System initiative for Commercial Vehicle Operations (ITS-CVO).

Some of the innovative outlets for effectively delivering ETA information by state agencies include: *One-Stop Shops*, where several motor carrier functions are consolidated; and *DMV Service Centers* which can act as a clearing house for dispensing information material.

## OUTREACH

This category covers training and outreach programs that aim at raising awareness among the general public, motor carrier industry groups, or state agency staff about a particular issue. These activities also serve to establish a positive working relationship between state/federal agencies and the industry. Some of the major outreach programs under this group include: *Truckers and Troopers*, *Ride-Along*, *Share the Road*, *No Zone*, *Road Watch*, *International Transportation Safety Week*, and *ATA Truck Driver Appreciation Week*.

## PARTNERSHIPS AND COORDINATION

*“You don’t have to do it by yourself.”* Given the diverse groups and issues involved in motor carrier information and the extensive resource requirements for developing ETA programs, coordination and partnering are keys to success. National and State *trucking associations* play a major role in assisting Federal and State agencies in ETA programs. These associations have an extensive membership base and mechanisms that provide an effective forum for ETA programs. Further these associations can complement and enhance ETA marketing efforts. *Insurance companies* and *shippers* play a critical role in motor carrier operations and have great potential in reaching a wider audience for ETA activities and enhancing existing ETA programs. The *law enforcement community* included in this partnership takes an active role in promoting safety through outreach programs aimed at raising the awareness of the general public and the motor carrier industry. In Chapter-6 of this report, more details can be found on such programs as Truck Driver Championship, Road Watch, Share the Road, Truckers and Troopers, Road Teams, and the No-Zone.

## FINAL NOTE

The contents of this report and interim reports from the site visits are also available on the Internet at <http://www.cmv-eta.org> where they can be viewed, downloaded, or printed. This Web page was created as part of this project and contains much more information on ETA programs, resources for motor operations and safety, and provides links to federal, state, and private industry resources.



# 1

## INTRODUCTION

This is the final report of the National Peer Exchange on Educational and Technical Assistance (ETA). The Utah Department of Transportation (UDOT) acted as the host State agency for the peer exchange. The Upper Great Plains Transportation Institute at North Dakota State University acted as the project consultant.

The report documents information collected by a team of representatives from Federal and State motor carrier agencies. In addition, the team included a representative from CVSA and two representatives from the motor carrier industry. Nine states participated in the peer exchange team, including: Alabama, California, Connecticut, Iowa, Minnesota, New Mexico, Nevada, Tennessee, and Utah. Federal representatives included FHWA-OMC headquarters personnel and representatives from field offices in Missouri and Wisconsin. Seven states hosted peer exchange visits between July 1997 and April 1998.

The information contained in this report is based on: 1) the peer exchange team observations during the site visits, 2) information from documents and presentations provided to the team during site visits, and 3) discussions and interviews during the site visits. It should be noted, that the report does not account for all state practices. Only *best practices* that were considered by the peer exchange team to be unique and of value to other states are included in the report.

The information presented in this report may not be suitable or applicable in every State. However, it can provide guidance to the states and can be used to benchmark and strengthen existing programs. Deciding which practices to implement is entirely up to the state depending on the agency organization structure, priorities, and resource availability.

This chapter provides a brief overview of the ETA peer exchange by: 1) introducing the peer exchange team, 2) describing the locations and schedule of the site visits, 3) outlining the major elements of ETA programs and activities, 4) suggesting how this report should be used, and 5) explaining the organization of this report.

It should be noted that interim reports were prepared at the conclusion of each of the site visits. These reports offer more detailed information about the states visited and may be obtained at the project's Web site (<http://www.cmv-eta.org>) or by contacting the Upper Great Plains Transportation Institute at P.O. Box 5074, North Dakota State University, Fargo, ND 58105, Telephone (701) 231-7767.

## PEER EXCHANGE TEAM

The peer exchange team consisted of federal, state, and private industry motor carrier safety experts. These individuals were collectively responsible for accomplishing the mission of the peer exchange by collecting and analyzing relevant information throughout the study to identify best practices. In addition, they were involved in planning the peer exchange team visit to their states or companies. The members of the peer exchange team and their affiliation listed alphabetically are:

Name	State	Agency
Paul Alexander	DC <sup>2</sup>	FHWA-OMC
Jean Baird	Tennessee	Department of Public Safety
Tim Cotter	Missouri <sup>3</sup>	FHWA-OMC
Ted Coulianos	Minnesota	Department of Transportation
Harry Crabtree <sup>4</sup>	Illinois	Landstar Inway
Michael Glinski	Connecticut	Department of Motor Vehicles
Shirleen Hancock	Utah	Department of Transportation
Valerie Hunter	Iowa	Department of Transportation
Andy Jones, co-chair	California	Highway Patrol
Harry Kearley	Alabama	Department of Public Safety
Barbara Kenefake	DC	FHWA-OMC
Brian Kinsey <sup>5</sup>	Florida	Landstar System, Inc.
Ayman Smadi, project consultant		North Dakota State University
Larry Stern		CVSA
John Stewart	Nevada	Highway Patrol
Rudy Supina	Connecticut	Department of Motor Vehicles
Gary Trujillo	New Mexico	Department of Public Safety
Bill Vickery	Wisconsin	FHWA-OMC
Walt Weiss	Michigan	J & W Safety Consulting
Randy West, co-chair	Utah	Highway Patrol

---

<sup>2</sup> Now with the FHWA-OMC field office in Indiana

<sup>3</sup> Now with the FHWA-OMC Field Office in NY

<sup>4</sup> No longer an employee of LandStar Inway

<sup>5</sup> No longer an employee of LandStar

## ***STATE VISITS***

At the project kick-off meeting in April 1997, the peer exchange team selected the following States for site visits: California, Iowa, Maryland, Minnesota, New Mexico, Pennsylvania, and Utah. All of these states but Pennsylvania and Maryland were represented on the peer exchange. In addition, portions of Colorado's ETA program and North American Free Trade Agreement (NAFTA) ETA activities were presented during the New Mexico and the Utah peer exchange visits, respectively. The final schedule for the State visits was as follows:

Minnesota	July 1997
Landstar, Rockford, IL	September 1997
Iowa	September 1997
Maryland and Pennsylvania	October 1997
New Mexico	November 1997 (also Colorado's ETA program)
Utah	February 1998 (also OMC's NAFTA ETA efforts)
California	March 1998

A final meeting was held in April 1998 to finalize the findings and summarize best ETA practices from the peer exchange. During the meeting, the team reviewed the information collected from the different States and discussed how that information could be presented. After three days of discussions, the team finalized the format and content of the final report and suggested methods to disseminate the findings.

## ***ETA PROGRAM ELEMENTS***

The peer exchange team identified several elements deemed essential for characterizing ETA programs and activities. These elements were used to facilitate the organization of the information on best ETA practices in homogeneous groups. However, some ETA practices span more than one group. The major elements of ETA programs may be described as:

- Management philosophy and attitude
- Information in-print (publications)
- Training programs
- Innovative delivery methods (technology)
- Outreach and awareness
- Partnership, coordination, and cooperation

Management philosophy refers to the attitude of top management and the value they place on ETA programs. Recognizing ETA as a viable safety improvement tool is paramount for devoting adequate means and resources to achieve its objectives.

Information in-print consists of all publications provided to motor carriers and commercial drivers. These publications include manuals, handbooks, brochures, pamphlets and other printed material that provide guidance on safety and regulatory requirements.

Training programs for motor carriers and commercial drivers include all formal and informal training opportunities, presentations, classes, etc. This group is divided into three categories: new carrier training, topic-specific training, and industry-specific training.

The fourth group identifies innovative and effective mechanisms to deliver the information to the users, such as using the Internet. Several factors were considered in selecting these practices, such as effectiveness, accessibility, ease of use, timeliness, and resource requirements.

Outreach activities encompass a wide range of programs that aim at raising awareness among all partners and the general driving public and creating a positive environment that is conducive to improving highway safety.

The last group identifies opportunities for cooperation among federal, state, and private industry partners in developing and conducting ETA programs. These practices are very important for the success of ETA programs and for extending the program beyond what individual organizational resources allow.

Each of these groups, except for management philosophy, is described in a dedicated chapter. Management philosophy was thought to have impacts on all other elements. As a result, best practices in this group are discussed in the other chapters whenever appropriate. Whenever applicable, private sector activities will be highlighted with the appropriate group of practices. The private industry can be a great resource for state and federal agencies for ETA material and programs.

## HOW TO USE THIS REPORT

States are encouraged to use this report to develop new ETA programs, evaluate their existing ETA programs, and benefit from other states' experiences. States should:

- Assess where they currently are in the ETA process by using the Best ETA Practices summarized in this report to benchmark their current activities.
- Assess their ETA needs based on their own program's goals and objectives and the Best ETA Practices summarized in this report.
- Use contacts from other states listed in this report to get detailed information on best ETA practices of highest interest.
- Develop short and long-range ETA programs, given various funding and resource availability scenarios, by selecting appropriate Best ETA Practices.

## REPORT ORGANIZATION

- |           |   |
|-----------|---|
| Chapter 2 | <i>Findings and Recommendations:</i> summarizes recommendations of the peer exchange team, identifies success factors, and outlines a model ETA program.  |
| Chapter 3 | <i>Information In-Print:</i> Describes the various ETA publications and formats, identifies key factors for effective publications, and provides examples of publications from the states visited. Examples of these publications are available on the project's Internet Web site. |

- Chapter 4      *Training Programs*: Identifies the various types of training programs offered to motor carriers and CMV drivers, summarizes some of the best training programs observed during the site visits, and provides information on development of training program evaluation.
- Chapter 5      *Innovative Delivery Methods*: Identifies the best practices in delivering ETA information and training programs to users. Describes the increasing use of the Internet for disseminating ETA information and reaching a larger audience.
- Chapter 6      *Outreach and Awareness*: Describes some of the formal and informal outreach activities used to raise the level of awareness of the motor carrier industry and the driving public.
- Chapter 7      *Partnership, Coordination, and Cooperation*: Discusses the importance of establishing partnerships and coordinating ETA programs among all stakeholders. Discusses effective partnering practices which allows for the sharing of expertise and resources among agencies and private industry.
- Chapter 8      *Private Sector ETA*: An overview of ETA activities in the private sector including trucking companies, trucking associations, shippers, and insurance companies.

## 2

# FINDINGS and RECOMMENDATIONS

This chapter discusses the success factors identified by the peer exchange team for an effective ETA program and suggests a model ETA program to be used by other states. The information is based on observation of the peer exchange team during the site visits and is intended as a reference rather than a standard. These recommendations and the best practices listed in this report can be considered as a tool box for developing new ETA programs and fine-tuning existing ones.

## *SUCCESS FACTORS*

The peer exchange team identified six major factors that contribute to the success of ETA programs. These factors either directly or indirectly impact the effectiveness of ETA activities in achieving the ultimate goal of improving highway safety. They collectively produce an environment where safety is an on-going and comprehensive process that takes into account key elements and players, and meets organization goals, priorities, and available resources.

### **Management Philosophy**

The first and foremost element for effective ETA programs is management philosophy. Whether in a State, Federal agency, or private carrier, management philosophy influences how much emphasis is placed on ETA programs, the level of resources dedicated to ETA, and the level of commitment by the agency or organization. For a State or Federal agency, effective management would balance various agency functions such as enforcement, education and outreach, and realizing *Voluntary Compliance* as an effective approach to safety. Similarly, effective management in a trucking company would balance its business needs, safety performance, training, and its customers' needs.

Effective management philosophy results in an environment which is conducive to and supportive of educational and training efforts. Divisions, teams, and individuals are then allowed to explore opportunities to educate and change unsafe behaviors while carrying on the agency's regular tasks. Thus, effective management allows great flexibility in addressing educational and training needs even when adequate resources for well-structured ETA programs are not available.

## Coordination/Cooperation/Partnering

*'You don't have to do it yourself.'* Partnership and cooperation among all relevant federal, state, and private industry partners achieves a more effective and comprehensive ETA program. Cooperation and coordination:

- Expand existing opportunities, outlets, and mechanisms for delivering ETA programs and create new ones.
- Reduce resource requirements for individual agencies and organizations.
- Benefit from others' experiences (what does work and what doesn't) and encourage more innovation in developing and delivering an ETA program.
- Result in increased participation as a result of a wider support base, an expanded network of contacts, and more extensive publicity.
- Assure consistency to the customers.
- Directly and indirectly allow dialogue with other public and private stakeholders by forging an on-going and positive working relationship.

## Adequate Resources

In order to carry out effective ETA programs, the agency or organization must recognize that ETA is a priority by allocating adequate resources to support ETA activities. Management commitment is key here as discussed above. In addition, through partnering and coordination ETA activities may be piggybacked on what is already in place. For example, state enforcement agencies make numerous contacts with drivers during roadside enforcement stops. These enforcement activities present great opportunities for providing commercial drivers with ETA material and directing them to sources of information. Association meetings present another example of where state or federal enforcement officers can present ETA programs with little or no additional costs. Further, by participating in these activities, enforcement agencies and carriers demonstrate an effective partnership toward achieving the same goal: improving highway safety.

## Effective Information

The success and effectiveness of ETA programs depend on providing the right information, to the right people, at the right time, and in the right format. The process of developing ETA informational material should be well in tune with pressing safety issues, legislative and policy changes, and changes in the needs of the customers. Some of the key characteristics of effective information include:

- Have practical value
- Relevant to customers and to critical issues (what the customers want and need)
- Easy to understand
- Up-to-date
- Accurate

## Effective Delivery

Another important element in the success of ETA practices is the effective delivery of information. Some of the key factors to consider when choosing and developing proper delivery mechanisms include:

- Audience: the type of audience dictates the types of information to provide and which delivery or presentation method is most appropriate. For example, a group of small carriers may require a more informal setting where a question-and-answer session would be most helpful. For a No-Zone campaign targeting high school students for example, hands-on demonstration of the blind spots around a truck-trailer would be most useful.
- Access: the format of delivering the information must consider reasonable accessibility by the larger segment of the targeted audience. For example, providing information through the Internet is becoming more popular, however, not all carriers or commercial drivers have access to the Internet.
- Flexibility: the delivery method and format is much more effective if the information is built into modules that can be modified and tailored for specific audiences and applications.
- Specialization: presenters who have certain interests in specific ETA information areas will be more effective in preparing adequate information, developing presentation material, and more comfortable in delivering the information.

### **On-going Process**

The ETA process should be an on-going activity that is updated and reviewed regularly as information and issues change, to account for users' feedback, to assure the message is getting out and the goals are achieved, and to take advantage of new opportunities.

## ***MODEL ETA PROGRAM***

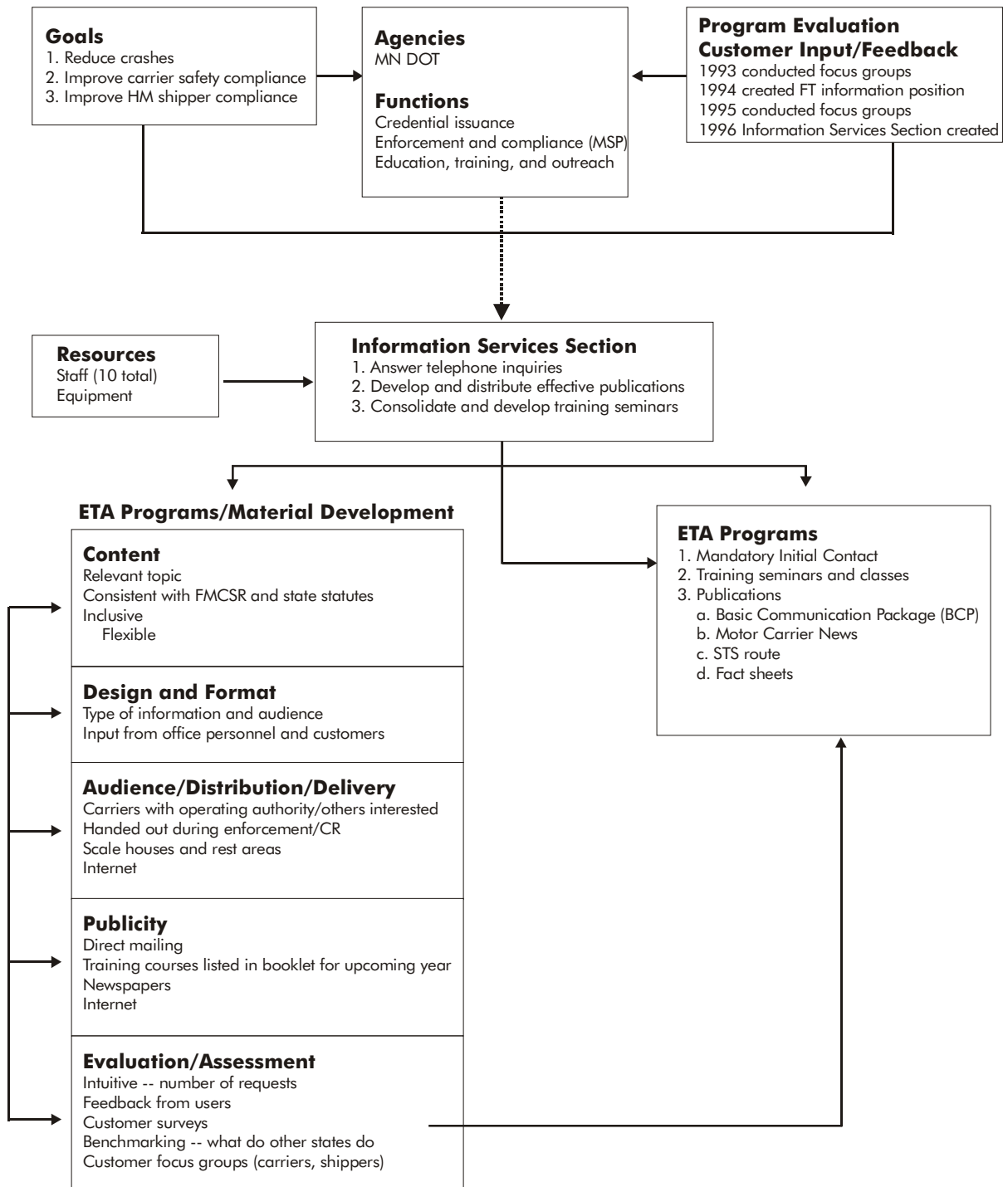
The peer exchange team felt that the ETA program in Minnesota offers a great example for other states. Minnesota's program includes all of the basic components necessary for an effective and well-structured ETA program. The flow chart in Figure 1 depicts the main steps in developing Minnesota's program and its major components. The following sections describe in detail the development of Minnesota's program and its major components.

### **Background**

The Motor Carrier Safety Assistance Program in Minnesota is administered by two agencies: the Department of Public Safety through the Minnesota State Patrol (MSP) and the Minnesota Department of Transportation (Mn/DOT). The Mn/DOT through its Office of Motor Carrier Services (OMCS), handles most of the credentialing, administrative, legal, and educational programs related to motor carrier operations in the state. The MSP focuses on roadside enforcement. These two agencies share the responsibility for the ETA program in Minnesota and work closely with the motor carrier industry, especially the Minnesota Trucking Association.



# MODEL ETA PROCESS/PROGRAM



## **Program Goals and Functions**

The motor carrier safety program in Minnesota has three major goals:

- Reduce Crashes
- Improve carrier safety compliance
- Improve hazardous material shipper compliance

In order to achieve these goals, Minnesota has a comprehensive approach to motor carrier safety, which incorporates the following key elements:

- Credential issuance: one-stop shopping at Minnesota's Truck Center run by the Minnesota OMCS, the Minnesota State Patrol, and the Office of Prorate (IFTA and IRP) handles registration and permit processing and information inquiries from customers.
- Enforcement and compliance: primarily handled by the Minnesota State Patrol through roadside enforcement.
- Education, training, and outreach: The OMCS has developed an outstanding educational and outreach program that builds on management's philosophy that voluntary compliance is a major part of achieving safety. Established a dedicated Information Services Section develops coordinate, and deliver motor carrier educational and outreach programs.

## **ETA Program Development and Evaluation**

Educational and technical assistance activities in Minnesota were largely informal up to 1990. After that time, Mn/DOT started an evaluation and development process to establish a formal educational and training process to motor carriers. These efforts came as a result of recognizing ETA as an important part of achieving motor carrier safety. In 1992, these efforts were successful in establishing legislation to require motor carriers to go through a special training program, the Initial Motor Carrier Contact (IMCC), in order to obtain a new intrastate operating authority in Minnesota. The major milestones of the ETA program in Minnesota may be summarized as follows:

- 1990 Program assessment and development.
- 1992 Established legislation to require a mandatory Initial Motor Carrier Contact for all new operating authorities.
- 1993 Revised and updated the Trucking Regulation Handbook by publishing a Basic Communication Package (BCP) which contained additional information and a listing of available training seminars and opportunities (see Web page for copy of BCP).
- 1993 ETA program evaluation through stakeholders focus groups (carriers, shippers, and industry groups). Results from the focus groups indicated complaints about the phone system for answering customers questions and inconsistent information provided by various sections and agencies.

- |      |  |
|------|--|
| 1994 | Established Information Services full-time position to coordinate and direct ETA activities, handle legislative updates, and develop methods to deliver relevant and current information to customers. |
| 1995 | Conducted second round of customer focus groups to assess the effectiveness of ETA activities and identify problem areas. Customers once again indicated the need for better information.              |
| 1996 | Established Motor Carrier Information Services as a dedicated section to ETA program development and activities.   |

### **Motor Carrier Information Services Section**

The section was established in 1996 mainly in response to customer needs. This section currently handles the majority of ETA activities within the OMCS and coordinates with other federal and state agencies, and private sector partners, such as the Minnesota Trucking Association. Upon creation, the Information Services Section focused on three major *functions*:

1. Answering all telephone inquiries from customers in an effective, consistent and timely manner.
2. Developing and distributing effective publication materials (newsletters, fact-sheets, etc.) to various customer groups to keep them informed of any legislative changes, critical safety issues, and available training opportunities offered through the OMCS.
3. Consolidate and develop training seminars in a consistent manner and work more towards pre arranged seminars instead of just reacting to on-demand requests.

### **Section Staffing**

The staffing for this section consists of 8 full time staff, including:

- 5 information specialists (answer inquiries, develop ETA programs, and conduct training). Includes three enforcement officers reassigned from the field, a hazardous material specialist, and a former licensing section supervisor.
- 1 information officer (oversees publication development, review, and design)
- 1 project consultant (liaison with industry and coordinates Internet development)
- 2 administrative assistants
- 1 supervisor who manages the Information Services Section

The dedication of these staffing levels is clearly a significant resource. However, the specialization of these individuals assures consistency in answering inquiries, providing accurate and timely information, and developing effective training programs. The dedication of this resource demonstrates upper management's commitment to ETA, which also facilitates overcoming field personnel reluctance to accept office assignments (such as, answering telephone inquiries).

### **Highlights of ETA Programs and Opportunities**

The following sections list some of Minnesota's programs that were identified by the peer exchange team as best ETA practices. They are meant for illustrating desired components of a model ETA program. A complete listing of best ETA practices from Minnesota and other states is found in the subsequent chapters.

## Information In-Print

✓*Basic Communication Package (BCP)* — This is Minnesota's main informational booklet which highlights key requirements, laws, and rules affecting the commercial vehicle operator traveling in and through Minnesota. The main part of the BCP is the *MN Trucking Regulations Handbook*. The BCP is published by the Information Services Section in cooperation with other Mn/DOT offices, Minnesota State Patrol, Minnesota Department of Revenue, and the FHWA. This handbook is also available in its entirety on Mn/DOT's Internet site. The BCP also includes a space for inserting fact sheets, special announcements, schedule for ETA activities, and a contact list.

✓*Motor Carrier News* — A quarterly newsletter distributed to registered motor carriers and other interested parties. It provides information on legislative changes, laws and procedures which affect the CMV operators, for-hire limousine passenger and carrier services and transportation services for the elderly and disabled.

✓*STS Route* — A quarterly newsletter which targets Special Transportation Service (STS) providers who transport the elderly and disabled for-hire within Minnesota. It is published in cooperation with Mn/DOT's Office of Transit, and Minnesota's Department of Health and Department of Human Services. It addresses specific issues such as wheelchair securement, passenger assistance, driver training, vehicle standards, and audit activity conducted by Mn/DOT.

✓*Fact Sheets* — One-page, single-topic technical summaries that focus on issues such as drug and alcohol requirements, hazardous materials transportation, vehicle maintenance, inspection and repair, driver qualifications, regulatory changes, and more. Depending on the topic, the fact sheets are distributed to all registered motor carriers, select target groups, or upon request.

## Training

✓*Initial Motor Carrier Contact* -- A mandatory training and educational program for all new household goods and passenger carriers. The one-day seminar requires the attendance of the company's official who has direct control over commercial motor vehicle operations. The seminar covers relevant laws, regulations, and procedures the carrier must follow in order to be in compliance with Minnesota State laws. This program is being modified into a training module called Introduction to Minnesota Trucking Regulation.

✓*Compliance Reviews and Safety Audits* — The CR is used as an opportunity to hand out relevant publications and information about available ETA programs. Some of the material handed out include:

- ETA packet (FHWA)
- Accident Countermeasures Package (FHWA)
- Commercial Vehicle Preventive Accident Manual: A Guide to Countermeasures (FHWA, Transportation Safety Institute)

At the closing session, the officers identify problem areas and point out the company's accomplishment and encourage them on their good efforts. The CR could result in nonenforcement action, such as requiring the carrier to attend training seminars.

✓*Training Seminars and Classes* — Technical training is provided regularly on certain dates or as requested at the MN Truck Center and other locations throughout the state. Currently, training classes are held roughly twice a week. Topics include:

- Introduction to Minnesota Trucking Regulations
- Drug and Alcohol Requirements
- Driver Qualifications
- Hours of Service
- Preparing For a DOT Audit
- How to Prepare for a STS (Special Transportation Service) Audit
- Vehicle Inspection, Repair, and Maintenance
- Construction Truck Safety

✓*Hazardous Material (HM) Seminars* — Since the HM Specialists answer calls and letters from the regulated industries, they use input from customers in developing training topics and material (i.e. topics that account for most inquiries). Some of the seminars and courses offered include:

- Basic Hazardous Materials Transportation
- Basic HM Communication Standards
- Cargo Tank Inspector Training
- 4-hour HM Identification for Emergency Response
- HM Incident Response
- Short courses to special industries and groups
- HM train the trainer for safety officers/managers (also attended by HM shippers)

## **Delivery and Distribution Methods**

✓*Mailing list*

The distribution list for printed information and material consists of carriers with operating authority in Minnesota and other interested parties. Each carrier and contact is kept in a database with relevant information. In addition, some of the material is handed out during compliance reviews and safety audits.

✓*Minnesota telephone help lines*

Truck Center	<b>1-888-4SAFETY</b>
Information Services Section	<b>651/405-6060</b>
MN State Patrol Information Desk	<b>651/405-6171</b>
Prorate Office	<b>651/405-6161</b>
Over-dimension Permits	<b>651/405-6000</b>

✓*Fax on-demand–Minnesota* **651/215-5691**

✓*Other* State Weigh Scales, Travel Information Centers, Commercial Vehicle Enforcement Officers, and the Minnesota Book Store (651/297-3000).

✓*Internet* <http://www.dot.state.mn.us/trim/mcs/>

## **ETA Program Material Development**

Minnesota has a comprehensive process for identifying training needs, developing training material and information, and reaching the proper audience. The peer exchange team believes this process could serve as a model for a well-structured and comprehensive approach in other states. This process is summarized below (for more details refer to the Minnesota Peer Exchange Interim Report).

## Content

Some of the key considerations used by the Information Services Section in developing effective training material include:

1. Relevant topic: The topics of ETA seminars address a problem area, an area of interest, legislative changes, and/or as requested by customers. Feedback from roadside enforcement can also indicate problem areas the carriers are facing. The choice of topic for training seminars is also influenced by the type of audience, such as: motor carriers, associations, regulatory or enforcement agencies, educational institutions, and associated services.
2. Consistent: Training information is based on the FMCSRs and state statutes. Any information provided to the customers is thus consistent with these two sources regardless of the agency providing the information.
3. Inclusive: The information provided in training seminars is designed to benefit most customers (general audience), but allows more targeted training when needed.
4. Flexible: Flexibility is key to tailoring and customizing available training material to specific applications and audiences with minimum effort.

To best serve these considerations, the Information Services Section uses training modules that are developed for the major training areas. These modules are prepared using computer presentation software and range in length from 2 to 4 hours. The modules include speaker notes with pointers on key information items to provide to participants.

## Design and Format

The Mn/DOT Information Services Section also has an Information Officer who is responsible for developing and preparing publications, newsletters, and other printed information (such as Fact Sheets). The Information Officer coordinates the development of the department's publications by obtaining input from other office staff on relevant information items, formats for presenting the material, and the audiences that should be targeted for the information.

Further, the Information Officer oversees the printing process, including the design and layout of the publication and the selection of graphic materials; and the design of displays that are used at expos and conferences throughout the state.

## Publicity

Finally, in order to increase the attendance of these activities they are publicized using newspapers, direct mailing and public service announcements. The Information Section also keeps a list of scheduled training classes by topic, date, and location. This list is made available to motor carriers and interested parties and is available on the Internet.

## Evaluation/Assessment

In order to assure the effectiveness of the ETA program, it is important to have an ongoing assessment process that relies on input from the users (customers). Since the development and expansion of ETA programs in many states is still in the early stages, the process of the evaluation of these programs is an evolutionary one. However, some of the methods used in Minnesota for measuring include:

- Intuitive — amount of requests for information.
- Feedback — calls to the help line.
- Surveys of customers — perception of services and needs not met by current programs.
- Bench marking — what do other states do?
- Focus groups — carriers/shippers.

A feedback section is included in the training material provided by the Information Services Section to allow participants an opportunity to evaluate the material (and the topic) and request additional information on the topic or suggest additional training areas. The participants are also provided with handouts, references, and contact lists to take with them after the class in case they have additional questions.

## Resources

Providing effective ETA programs requires a strong commitment from management to allocate the required resources. The Minnesota ETA program was considered by the peer exchange team to be more extensive than that of most states. For example, the state has a dedicated information section with full-time staff to develop, coordinate, and deliver ETA programs. In addition to personnel cost, there are several additional resource items:

- Telephone charges for help-lines
  - 800 number (receives 230-300 calls/week)
  - Main number (receives 50-60 calls/day)
- Design costs
- Printing costs
- Mailing costs
- Travel costs

# 3

## INFORMATION IN-PRINT

This chapter describes the various ETA publications and formats, identifies key factors for effective publications, and provides examples of publications from the states visited.

### *HANDBOOKS AND MANUALS*

Almost every state visited by the peer exchange team had some type of a “trucking handbook.” Generally these publications cover motor carrier safety regulations in the state and may include some information from the FMCSRs. The Federal ETA Packet *Partnerships in Highway Safety* was a popular document in most states to use in the first contact with the carrier. Beyond the standard information common in most trucking handbooks, there are several features that distinguish effective handbooks:

#### **Effective Features**

1. *Relevant and easy to understand information* — Trucking handbooks written in easy to understand language (rather than confusing legal terminology) present the highest value to users, especially new carriers who may not be familiar with all the procedures and legal issues. Additionally, the handbook or manual should only contain relevant information that can be used by the carriers for quick and easy reference. A good example, is the *Digest of Colorado Truck Regulations*, which is published twice a year or as needed, and contains easy-to-use information written in straight-forward language on vehicle specifications, one-stop shopping, regulatory agencies, special mobile machinery, and FMCSRs and state statutes.
2. *Up-to-date Information* — The value of the information in any document or publication depends on its timely updates to reflect all regulatory, statutory, and procedural changes. Customer feedback is very important in identifying areas that need improvement or additional information to include.
3. *Effective Design* — A well-organized and laid-out handbook helps users find the right information clearly and efficiently. The design, color, organization, and layout also influence its appeal to the users and encourage its use. The design should also allow for adding sections in the future or updating certain sections (modular), such as using a 3-ring binder with tab-separated sections.
4. *Effective Delivery/distribution* — Trucking manuals or handbooks are generally mailed to a master mailing list the state puts together through registration records. Some states sent copies of the manual to their congressional and legislative staff and other agencies. In some states, the list is updated continually through roadside or other contacts with carriers. Additionally, an intrastate carrier numbering scheme is being developed in several of the states visited. Once these systems are in place, state agencies can reach more carriers, especially the smaller companies.



5. *Use the Internet* — The Internet is increasingly used to provide on-line access to handbooks, manuals, and other information. It may prove to be the most effective medium in the future as more carriers obtain Internet access. The Internet provides a medium that allows for instant access to information, cuts back on mailing and update costs, and allows for maintaining up-to-date information.

## Examples

✓ *Partnerships In Highway Safety* (Federal Highway Administration — Office of Motor Carriers) — This is the main ETA publication developed by the OMC to provide motor carriers with a comprehensive source of information on FMCSRs. This publication is available in its entirety on the OMC's Internet site which also includes forms and other guidance documents (<http://www.fhwa.dot.gov/omc/pihs/index.htm>). Topics include:

- Part 382 alcohol and drug testing requirements
- Part 383 commercial driver's license standards:
- Part 385 safety fitness procedures
- Part 387 minimum levels of financial responsibility for motor carriers
- Part 390 federal motor carrier safety regulations:
- Part 391 qualification of drivers
- Part 392 driving of motor vehicles
- Part 393 parts and accessories necessary for safe operation
- Part 395 hours of service of drivers
- Part 396 inspection, repair, and maintenance
- Motor carriers of passengers
- OMC field office directory
- Accident Countermeasures

✓ *Basic Communication Package (BCP)* — This is Minnesota's main informational booklet which highlights key requirements, laws, and rules affecting the commercial vehicle operator traveling in and through Minnesota. The main part of the BCP is the *MN Trucking Regulations Handbook*. It also includes a space for inserting fact sheets, special announcements, schedule for ETA activities, and a contact list. The BCP is published by the Information Services Section in cooperation with other Mn/DOT offices, Minnesota State Patrol, Department of Public Safety, Minnesota Department of Revenue, and the FHWA. The BCP is available on Mn/DOT's Internet site.

✓ *Trucking Through Iowa*—A trucking manual which contains information about motor carrier registration, operating, and regulatory requirements in Iowa. The manual also contains a section on education and training available which provides a listing of truck driving schools in the state, training officer contact information for new and established carriers wishing to attend or request safety education seminars.

✓ *Compliance 2000* (Maryland) — A manual for Maryland motor carriers that presents FMCSRs, written in simple language. The manual also has samples of a safety meeting agenda and a press release. The manual was developed by the Maryland Motor Truck Association with the assistance of the FHWA-OMC.

✓ *Digest of Colorado Truck Regulations* (Colorado) — Published twice a year or as needed, and includes: vehicle specifications, one-stop shopping, regulatory agencies, special mobile machinery, and safety standards (FMCSRs and state statutes). The information is presented in straight-forward language and explains the regulatory requirements.

## SPECIAL PURPOSE PUBLICATIONS

These are generally publications that target a specific topic, issue, or audience. These publications tend to provide information beyond regulatory requirements and guidance on how to comply with regulations or meet requirements. Some examples of these publications include, but are not limited to:

✓ *CMV Preventable Accident Manual* (FHWA-OMC) – This manual is published by the FHWA-OMC and identifies some of the common CMV crashes and their countermeasures. The manual may be obtained from the FHWA-OMC National Training Center (4600 N. Fairfax Dr., Suite 700, Arlington, VA 22203).

✓ *Accident Countermeasures* (FHWA-OMC) – Contains a selection of accident countermeasures cases and a guide titled *Determining Preventability of Accidents*. Attachments include: the bulletin announcing the rule change that signaled the inclusion of the accident countermeasures into the Federal safety review program (FHWA HFO-1, Feb. 1993), a sample of a suggested Accident Register, and the *Revenue Necessary to Pay for Accident Losses* chart.

✓ *1998 Brake Training Resource Directory* (FHWA-MC-98-007) – This publication is a comprehensive listing of medium and heavy-duty brake training resources. It is available free of charge from the OMC<sup>6</sup>.

✓ *Technician Guidelines for Antilock Braking Systems: Air-Braked Trucks, Tractor, and Trailers* (FHWA-MC-98-008) – The purpose of this document is to provide truck technicians with general guidelines for ABS operation, maintenance, inspection, and troubleshooting. The publication may be purchased from the National Technical Information Service (NTIS), Springfield, VA 22161, Telephone (703) 605-6000.

✓ *Antilock Braking Systems: Technician Guidelines for ABS* (videotape) (FHWA-OMC) – This videotape provides truck technicians with general guidelines for ABS operation, maintenance, inspection, and troubleshooting and is intended to be used with FHWA-MC008. The videotape is available free of charge from the OMC<sup>6</sup>.

✓ *Antilock Braking Systems: What Every Truck Driver Should Know* (Videotape) (FHWA-OMC) – This videotape provides truck drivers with basic information about ABS. The videotape is available free of charge from the OMC and may be ordered by sending a postcard, note, or letter to the Vehicle Operations Division (HCS-110) at the OMC<sup>6</sup>.

---

<sup>6</sup> May be ordered by contacting the Vehicle Operations Division (HCS-110), Office of Motor Carriers, Federal Highway Administration, 400 Seventh Street SW, Washington, DC 20590.

- ✓ *Hazardous Material Workbook* (Minnesota) – Synopsis of federal rules and a 58 minute training video developed by the Minnesota Petroleum Marketing Association for petroleum transporter drivers. The contents of this training are reviewed by Mn/DOT Hazmat Specialist.
  
- ✓ *Fact Sheets* (Minnesota) – Focus in more technical detail on issues such as drug and alcohol requirements, hazardous material transportation, vehicle maintenance, inspection and repair, driver qualifications, new law changes, and more. Depending on the topic, fact sheets are distributed to all registered motor carriers, select target groups, or upon request.
  
- ✓ *Drug and Alcohol Testing* (Pennsylvania) – A student manual put together by FHWA-OMC on drug and alcohol testing requirements. The manual was translated into French and Spanish for carriers in Quebec and Mexico for NAFTA.
  
- ✓ *Motor Carrier Safety Compliance Handbook* (California) – developed by the California Highway Patrol to provide motor carriers with guidance on preventive maintenance inspection and other requirements of the CHP. The handbook features examples of acceptable vehicle inspection programs and records.
  
- ✓ *Farm Labor Vehicles* (California) – an instruction booklet which contains statutes and regulations pertaining to farm labor vehicles. The booklet is available in English and Spanish.
  
- ✓ *Terminal Inspection Checklist* (California) – The checklist provides information to assist motor carriers with terminal inspections. Failure rate of these terminal inspections dropped down from 30% (before the information was provided to carriers) to about 15% and less after the development of the checklist.
  
- ✓ *SAFESTAT Manual* (Pennsylvania OMC) – This manual is handed out to motor carriers as part of a training program developed in conjunction with the Pennsylvania Motor Truck Association to educate carriers on new the federal system. It explains the SAFESTAT methodology and provides examples on carriers profile.
  
- ✓ *Inspectors Guide for Inspections with Spanish Speaking Drivers* (FHWA-OMC) – The guide, developed by the FHWA-OMC as part of NAFTA's activities, provides US inspectors with an overview of FMCSRs applicable to Mexican drivers, illustrates documents carried by Mexican drivers (CDL, registration, medical cards), identifies key information items in these documents and their proper interpretations, and provides a glossary of terms commonly used during roadside inspections.
  
- ✓ *North American Driver/Vehicle Inspection Criteria* (Colorado) – Print about 6,000 copies and mail to motor carriers. Contains information on North American Standard and CVSA driver and vehicle inspections and Out-of-Service criteria.

## PAMPHLETS/BOOKLETS/BROCHURES

These publications focus on a single issue and provide a quick reference and a reminder to the users. They primarily aim at raising awareness rather than providing detailed technical information. The design of these publications usually involves color schemes and the use of graphics to attract the attention of readers. Examples include, but are not limited to:

- ✓ *Run-away Truck Ramps Brochure* (Colorado) – A brochure which shows the location and condition of truck ramps across Colorado.
- ✓ *Got Chains* (Colorado) – A brochure which provides information on chain requirements in Colorado and proper chaining procedures/equipment.
- ✓ *Introduction to Safety* (California) – A pamphlet published by the California Trucking Association which contains safety programs, products, and services. Has a listing of key safety programs/products and a request form for more information.
- ✓ *Shipper Outreach for Safety (SOS)* (Utah FHWA-OMC) – A pamphlet designed to inform shippers of the dangers of fatigue. The pamphlet explains the Hours-of-Service regulations and encourages shippers to consider these rules when planning or requesting deliveries from carriers or drivers.
- ✓ *No-Zone* (FHWA-OMC) – Educate the traveling public about the blind spots around commercial vehicles, where commercial motor vehicle drivers are unable to detect the presence of vehicles and other obstructions using their mirrors. The pamphlet is used by various state agencies and motor carrier associations. Also available on the No-Zone Internet Web site: <http://www.nozone.org>
- ✓ *Awake at the Wheel* (Maryland, Utah) – A brochure that deals with CMV driver fatigue issues. It identifies fatigue symptoms, explains dangers of sleep deprivation, and provides appropriate actions to combat fatigue, such as taking short naps.
- ✓ *If You Drive One of These* (Minnesota) – A brochure identifying various commercial vehicle classifications and the relevant operating and applicable safety regulations.
- ✓ *CDL in a Nutshell* (Iowa) – A booklet explaining Iowa-specific information to drivers interested in obtaining a commercial driver license (CDL). The booklet identifies CDL classes, requirements, process to get licensed, and fees. It also discusses driver disqualifications and reporting requirements of driver violations to the company.
- ✓ *How To Pamphlets* (Pennsylvania) – Pamphlets developed for specific topics related to complying with safety regulations, such as “*How to Survive an Audit.*”

## NEWSLETTERS

Newsletters can be a very effective tool in getting regulatory updates, information on critical safety issues, and listings of ETA programs and training opportunities to motor carriers. Newsletters require continuous updates and contributions from the agency's staff and its partners. The frequency of these newsletters range from weekly to quarterly. Several motor carrier associations have weekly or monthly newsletters with articles and contributions from state agencies. Further, there is a growing use of fax and the Internet to provide this information in a timely manner. Some of the examples observed during the site visits include, but are not limited to:

- ✓ *Weekly Flash Fax* (Utah Motor Transport Association) – A three-page fax sent out every Monday morning to safety managers. It is the most-read periodical by managers. The faxes contain contributions from UDOT and UHP, and updates on the I-15 construction project in Salt Lake City.
- ✓ *CALTRUX* (California Trucking Association) – A weekly Newsletter to members which has information on regulatory updates, a calendar of events, upcoming training opportunities, and a section for inquiries called 'Ask the CTA.' The newsletter is sent out to scales and CHP.
- ✓ *New Mexico Motor Carrier Association Monthly Newsletter* (New Mexico) – Monthly newsletter to member motor carriers and state agencies. The NMMCA encourages agencies to place articles in the newsletter regarding any legislative changes and new enforcement initiatives.
- ✓ *Improving Highway Safety with Technology* (Maryland) – A newsletter developed as part of Maryland's efforts to raise awareness and increase use of technology (CVISN) to improve motor carrier safety and operations.
- ✓ *Motor Carrier News* (Minnesota) – This quarterly newsletter provides information on legislative changes, laws and procedures which affect the CMV operators, for-hire limousine passenger and carrier services and transportation services for the elderly and disabled. It is distributed to commercial motor carriers registered with Mn/DOT and other interested parties.
- ✓ *STS Route* (Minnesota) – This quarterly newsletter targets Special Transportation Service providers who transport the elderly and disabled on a for-hire basis within Minnesota. It is published in cooperation with Mn/DOT's Office of Transit, the Department of Health, and the Department of Human Services. It addresses issues such as wheelchair securement, passenger assistance, driver training, vehicle standards, and audit activity conducted by OMCS.
- ✓ *Happenings in Haz Mat* (Iowa) – A Newsletter intended for providing timely information pertaining to hazardous material, such as regulatory updates or changes and enforcement procedures.

## ***FACT SHEETS/FYI'S***

These publications generally refer to single-issue informational material that is usually one or two pages long. These publications target a specific group of carriers and addresses a single regulatory topic, such as Hours-of-Service requirements. Examples of these publications include:

- ✓ *Minnesota's Fact Sheets* (Minnesota) – Developed by the Information Services Section at Mn/DOT's Office of Motor Carrier Services. Deal in more technical detail with issues such as drug and alcohol testing requirements, hazardous material transportation, vehicle maintenance, inspection and repair, driver qualifications, new law changes, and more. Depending on the topic, fact sheets are distributed to all registered motor carriers, select target groups, or may be mailed upon request.
- ✓ *Program Fact Sheets* (Pennsylvania) – Covers regulation or program changes. Mailed out to motor carriers and handed out during contacts with motor carriers and CMV drivers.
- ✓ *FYIs* (Colorado) – One or two page information sheets published and distributed as part of other periodicals and newsletters (no direct mailing). However, carriers may request FYIs as needed or order a complete book of all FY's.
- ✓ *Regulatory Changes Press Releases* (Iowa) – Published to provide information on regulatory changes affecting the motor carrier industry on as-needed basis.

# 4

## TRAINING

During the peer exchange team visits to state agencies and motor carriers it was obvious that there is an extensive number of training programs available to motor carriers and commercial vehicle drivers. These programs include regularly scheduled classes, on-demand or by-request classes, and occasional presentations to raise the level of safety awareness. Several states have developed aggressive and comprehensive training programs as part of their ETA and require mandatory participation by carriers. In some cases however, these programs are not reaching those who need them most. A common complaint in the states visited was ‘preaching to the choir.’ One of the challenges of the success of training and educational programs is to reach smaller carriers, especially those starting new operations in rural areas of the states who may not be familiar with ETA opportunities. As with other ETA programs, effective training programs require relevant information, effective delivery, proper advertisement, and coordination and cooperation among all partners.

States that are more active in providing training programs spent much effort in examining the best methods to provide the information and to attract attendance, such as exploring the impact of day-of-the-week and location of the courses on attendance. Needless to say, program evaluation is very crucial to keep the training program viable. Most attempts to measure the effectiveness of the training programs in changing behavior are still at a rudimentary stage. However, there are some commendable efforts to measure user satisfaction with training programs and using feedback and input from the users to identify topics and design training material.

It should be noted that the private sector (larger trucking companies, trucking associations, and insurance companies) has developed extensive training programs for their drivers and members. These programs can act as a valuable resource to federal and state agencies in their training and educational efforts. These programs can also be adapted to fit the needs of small and new carriers who lack the resources and expertise to develop their own programs. States are encouraged to work with trucking industry as partners in their jurisdictions, as discussed in Chapter 7 of this report. Further, private industry partners can play an effective role in marketing and advertising training opportunities offered by public agencies. They can also provide valuable input on the content, design, and delivery of training and educational programs.

## NEW CARRIER TRAINING

A recent study conducted for the FHWA-OMC suggests that new entrants (i.e., new carriers) tend to have a higher rate of acute compliance violations with safety regulations.<sup>7</sup> This finding emphasizes the need for effective ETA programs for new carriers. The same report also found that many of the new entrants who had a higher number of violations were private carriers unaware of regulatory requirements.

✓ *Initial Motor Carrier Contact* (Minnesota) – The IMCC is a one-day training seminar that requires the attendance of a motor carrier official who has direct control over the company’s operations. The IMCC provides an overview of relevant laws and procedures that carriers must follow to be in compliance with state laws. All new household goods and passenger carriers are required to attend this program within three months of obtaining operating authority.

✓ *New Carrier Safety Education Seminar* (Iowa) – An Iowa law enacted recently requires new liquid (including – liquid hazardous material) and passenger carriers to attend an 8-hour safety education seminar. The carriers must attend this training within six months after obtaining operating authority. This course was still under development at the time of the peer exchange team’s visit to Iowa. Companies are required to pay a \$200 fee to offset administering the program. However, the law allows this course to be taught by a third party.

✓ *Safety Fitness Review* (Pennsylvania) – Applies to newly certificated property carriers, and evaluates four areas: drug/alcohol, vehicle maintenance, hours-of-service, and driver qualifications. The review must be scheduled within six months from the date of operating authority approval. The Pennsylvania PUC conduct about 500 reviews (mostly small on carriers) each year since the program started in 1985.

## TRAINING SEMINARS AND CLASSES

This section summarizes training classes and seminars that are regularly scheduled or provided on an as-requested basis. These seminars often focus on a specific topic or a specific industry group. The frequency of class or seminar offerings varies by state and/or agency. Minnesota had the most extensive and structured training program which offered training classes throughout the year (roughly twice a week) on a variety of topics and at several locations within the state (refer to the Model ETA Program section in Chapter 2). Iowa and Utah also offer outstanding training programs, however, on a less structured basis. Most training in these two states is conducted on a per-request basis or in conjunction with industry associations meetings and other events. These states have developed request forms that can be used by motor carriers to inquire about training opportunities or request specific training programs. Examples of training programs broken down by topic are provided in the following sections.

---

<sup>7</sup>Federal Highway Administration, Office of Motor Carriers, *New Entrants Safety Research*, Final Report, Conducted by the Volpe Center, Cambridge, MA, April 1998.



## General Training Seminars

✓ *Introduction to the Federal Motor Carrier Safety Regulations*<sup>8</sup> (Minnesota) — This course is designed for the novice and provides a quick overview of the federal safety regulations. Topics include: how to read the FMCSRs, FMCSRs format, applicability, driver and vehicle standards, insurance standards, and more. Course length: 3 hours. Books required: FMCSR Pocketbook.

✓ *Compliance through Education* (Iowa) — Training workshops developed from the material included in the North American Standard course to fit areas of motor carrier needs. Training needs are identified using input from enforcement officers, CMV drivers, and industry associations; using inspection data to identify common violations/problems; and from workshop participants' feedback. Some of the topics covered in the 2-day training workshop include:

- Driver - CDL, qualifications and driving rules, inspection and maintenance, hazardous materials driving and parking rules
- Hours-of-Service (HOS) and driver Out-of-Service (OOS) criteria
- Intrastate requirements
- Equipment - lighting, couplers, brakes, and suspension systems
- Vehicle Out-of-Service policy, procedures, and criteria
- Inspection procedures

✓ *Company Level Presentations* (Pennsylvania) – These presentations are provided on an as-requested basis, about 3-5 per month. They are usually held as part of a safety meeting or safety awards program. They are conducted by Office of Motor Carrier Division management and enforcement officers. Most common presentation topics include: pre and post-trip inspections, roadside inspections, and HOS.

✓ *Industry Presentations* (Pennsylvania) – These presentations are conducted as-requested using regional or state wide meetings. Usually presented by Office of Motor Carrier Division's management personnel. Some of the topics covered include: demonstrations of roadside inspections, drug and alcohol testing, and hazardous materials. Industries involved in the presentations include: propane gas, petroleum, hardwood lumber, solid waste, contractors, medical supply, turf-grass, nurserymen, electric, agriculture aviation, and manufactured housing.

✓ *Trucker's Workshops* (Colorado) – Workshops are 8 hours long and are coordinated by representatives from Motor Carrier Services Division, Colorado State Patrol, Colorado DOT, PUC, FHWA, FAA, and IRS. The workshops consist of presentations and breakout sessions (Q & A). Send out about 7,000 invitations to these workshops (list obtained from IFTA and PUC). Offers about 5 workshops annually throughout the state with roughly 100-150 carriers attending. Charges an attendance fee of \$25 to cover room rentals, handouts, and lunch.

✓ *On-site Company Seminars* (Colorado) – Offers about 20 seminars a year. The topics are tailored to specific company's needs (size and weights and driver qualifications are the most common topics). The seminars are taught at the company's location and may be held on weekdays and weekends.

---

<sup>8</sup> Minnesota training seminars information was obtained from Mn/DOT's Internet Site at <http://www.dot.state.mn.us/trim/mcs/> which also lists seminar schedules and other helpful information.

- ✓ *Training workshops* (California) – The California Trucking Association (CTA) has a strong focus on training and education to member carriers with an emphasis on safety. Four safety and maintenance councils meet quarterly and offer training throughout the state with the California Highway Patrol. Highest attendance occurs when CHP discusses enforcement/permitting issues. Most requested training topics include HOS, log books, and permits. Other problem areas are identified by CTA/CHP.
  
- ✓ *Town meetings* (New Mexico) – Held with New Mexico’s Motor Carrier Association. These meetings cover safety topics and changes in regulations or enforcement. The Motor Transportation Division also conducts courtesy inspections in conjunction with the town meetings and hands out safety material in cooperation with the FHWA-OMC. Motor carriers express great interest in courtesy inspections.
  
- ✓ *Federal Safety Audit* (Minnesota) – Motor carriers subject to the FMCSRs are likely to have a federal safety compliance review (audit) conducted to determine their compliance with the FMCSRs. This course reviews the safety rating process, which records are reviewed, how to set up proper files, how to prepare for and what to expect during an audit. Course length: 3 hours. Course materials provided.
  
- ✓ *FMCSRs Part 382 - Drug and Alcohol Testing* (Minnesota) – Drivers of commercial vehicles are required to participate in a drug and alcohol testing program. Employers must have a drug and alcohol testing program which meets the requirements explained during this course. This course covers employer/driver prohibitions, types of tests required, consequences of a positive test, record-keeping, and employer policy/penalty issues. Course length: 3 hours. Books required: FMCSR Pocketbook.
  
- ✓ *LINKS AND LINKS II* (Pennsylvania) – Developed in conjunction with Pennsylvania Motor Truck Association (PMTA) to educate carriers on safety regulations. Intended to educate carriers on safety regulations and provided information on CDL, FMCSRs and intrastate regulations. This program is no longer offered due to budget constraints.
  
- ✓ *SAFESTAT* (Pennsylvania) – Developed in conjunction with the PMTA to educate motor carriers on the new federal system and is being conducted this year at 6 locations statewide. Topics in the seminar include: SAFESTAT methodology, Federal interpretations, ASPEN and SAFER. Attendees also receive the SAFESTAT Manual, FMCSRs (management edition), Carrier Profile, and Driver Alert Video.
  
- ✓ *FMCSRs Part 396-Inspection, Repair, and Maintenance* (Minnesota) – Motor carriers are required to systematically inspect, repair and maintain all vehicles subject to their control. This course reviews vehicle maintenance record keeping requirements, driver’s daily vehicle inspections, annual vehicle inspection requirements, inspector qualifications, and more. Course length: 3 hours. Books required: FMCSR Pocketbook.
  
- ✓ *Post and Pre-trip Inspections* (Utah) – The purpose of this training is to help the industry understand what enforcement officers look for during an inspection and the paperwork required by CFR 49, specifically Parts 396.11 and 396.13.

✓ *Winter Driving Tips* (Utah) – A course designed to remind commercial drivers of the inherent dangers of winter driving, and the need to slow down and maintain a safe following distance during adverse weather conditions.

✓ *Secure Load* (Utah) – Trucking companies are contacted to discuss their problems on load spills, their cause and prevention of future spills. A new law has been passed in Utah dealing with specific tarp requirements. The Utah Highway Patrol (UHP) is using educational contacts to inform carriers of these requirements to achieve compliance.

### **Driver Qualifications and Hours-of-Service**

✓ *FMCSRs Part 391 - Driver Qualifications* (Minnesota) – This course covers the essentials of what a driver and carrier need to know about driver qualifications. Topics include: documents that must be maintained in a driver qualification file, applicability/ exemptions, driver qualification/disqualification, driver background checks, medical certification, and commercial driver license requirements. Course length: 3 hours. Books required: FMCSR Pocketbook.

✓ *FMCSRs Part 395 - Hours of Service of Drivers* (Minnesota) — Drivers are required to take periodic rest breaks when on-duty or driving. This course explains to whom the driver's HOS apply, driving and on-duty legal limits, and record keeping requirements. Course length: 3 hours. Books required: FMCSR Pocketbook.

✓ *Driver Fatigue* (Utah) – This is a detailed program which discusses problems associated with sleep deprivation and emphasizes adequate rest. The program uses results from the latest fatigue studies to point out important concepts, such as sleep debt accumulation, and identifies time-of-day when fatigue is most likely to cause a crash. The program suggests that fatigue could be as deadly as drunk driving and suggests methods to combat its problems. The peer exchange team attended a presentation of this class by Sgt. Randy West from the UHP at a monthly meeting of Safety Managers of the Utah Motor Truck Association. Sgt. West used a Power Point presentation with excellent use of graphics that was effective with the audience. States interested in the class presentation are encouraged to contact Sgt. West.

### **Hazardous Material Training and Seminars**

✓ *Transporting Hazardous Materials (HM)-Basic* (Minnesota) – This course is designed for those with limited experience with the federal HM regulations and for those who need a “refresher.” The course includes understanding the HM regulations, preparing a shipping paper, marking and labeling a package, learning how to use the HM table, placarding requirements, and more. Course length: 4 hours. Books required: 49 CFR Parts 100-185.

✓ *Transporting Hazardous Materials (HM)-Train-the-Trainer* (Minnesota) – This course is designed to train employees in the regulations so that they can train other employees. The HM regulations require employers “to train” or to “provide” training to employees in the HM regulations. Course length: 2 days (16 hours). Books required: 49 CFR Parts 100-185, 1996 Emergency Response Guidebook, ATA Hazmat Student Workbook.

✓ *Recent Hazardous Materials (HM) Rule Changes* (Minnesota) – This course is designed for those with experience in the HM regulations to stay updated on the most recent rule changes. It covers in detail Federal Dockets HM-200 and HM-206 and reviews HM-181 and HM-222B, which became effective in late 1996. Course length: 3 hours. Course materials provided.

✓ *Gasoline Cargo Tank Requirements* (Minnesota) – Operators of certain gasoline cargo tanks in Minnesota are exempt from some federal HM regulations when they exclusively operate in intrastate transportation. This course covers the requirements that tank operators must meet to legally operate under this exemption. Course length: 1 hour. Course materials provided.

✓ *Uniform Hazardous Material Registration Program* (Minnesota) – Persons who transport or ship HM or hazardous waste within Minnesota are required to be registered and have a permit. Minnesota, along with Ohio, Nevada, and West Virginia, participates in a base state registration program which allows a registration in one state to fulfill the requirements in the four states. This course covers the details of who must register, how to apply, calculating apportioned fees, and more. Course length: 2 hours. Course materials provided.

✓ *HM-181 for Small Carriers* (Pennsylvania) – Training on hazardous materials standards provided to small carriers and shippers, based on programs developed by carriers who are members of the Pennsylvania Motor Trucking Association.

✓ *Hazardous Material Training Program* (Iowa) – This program was designed as a result of requests from industry for education and technical assistance. This training is provided to Iowa businesses, associations, community colleges, insurance companies, and state universities. The program is performance-based, and run by a HM team created in 1992, with industry help and support. An advisory committee was formed to help guide the team. Some of the activities of the HM team include (for more details refer to Iowa Interim Report):

- Attending industry expositions including: Petroleum Marketers Convention, Ag Expo, National Custom Applicators, Associated Employers, Iowa Turf Grass, and Iowa propane Gas.
- Providing telephone support to shippers and carriers and working with HM transportation industry, other governmental agencies, and motoring public.
- 120-135 programs provided annually. Attendance ranges from 5-150.
- Meeting individually with companies/drivers.
- Publishing *Happenings in Haz Mat* Newsletter.

## Special Group Training

This form of training targets the needs of a specific industry or type of carriers. Targeted training has the advantage of higher customer interest and participation since the information is highly relevant to a particular group. Some of the examples found during the site visits include:

- ✓ *Special Transportation Service Providers (Minnesota)* – Any person providing transportation designed primarily to serve the elderly or disabled must first be certified by Mn/DOT. The course reviews application procedures, equipment and inspection standards, driver and attendant training requirements, annual audits, and more. Course length: 3 hours, course material provided.
  
- ✓ *For-Hire Luxury Limousine Service (Minnesota)* – Persons transporting passengers for-hire in a luxury limousine must first obtain an operating permit issued by Mn/DOT. This course details the requirements a limo operator must follow such as driver qualification, vehicle inspection, vehicle safety accessories, vehicle maintenance records, trip records, and more. Course length: 4 1/2 hours. Course materials provided.
  
- ✓ *Safety Management Program (Pennsylvania)* – A program targeted at carriers with poor safety records (based on crash and inspection data) and small carriers who may lack resources and expertise for proper safety management. The program aims at developing model safety programs that can be used by carriers to improve their safety.
  
- ✓ *Preventative Maintenance Program (Maryland)* – A detailed program to assist motor carriers in meeting equipment inspection requirements in Maryland. Conducted 32 presentations to trucking industry groups and councils as of late 1997. Has also conducted classes for agencies/industry for inspection certification.
  
- ✓ *Training for Escort Services (Utah)* – Provide training for over-dimensional escort vehicles, and developed an 8-hour certification course which deals with positioning of vehicles, flags, number of vehicles, etc. Utah requires certification for escort vehicles.
  
- ✓ *Work with carriers after a CR Civil Process (Utah)* – Utah DOT works with carriers who had serious problems in a Compliance Review to make sure they have a good plan to correct their problems and help them comply with safety regulations.
  
- ✓ *Target carriers who have problems found during inspections (Maryland)* – The Maryland Department of Environment which primarily deals with HM inspections, reviews inspection reports to determine which carriers need further educational contact. These carriers are contacted by the department to better explain the regulations and acceptable compliance procedures.
  
- ✓ *Judicial outreach program (Maryland, New Mexico)* – Works with judges to raise their awareness of CMV issues including violations, regulations, and the OOS criteria. Invite judges to inspection sites to watch safety inspections. Talk to trucking companies and private industries who operate heavy vehicles to get input on problem areas with the judiciary system. Provide orientation to new judges at the Judiciary College to on motor carrier safety regulations, and OOS criteria.
  
- ✓ *Shipper Outreach for Safety (SOS) (Utah/FHWA-OMC)* – Works with shippers to reduce practices that cause fatigue. Hands out a pamphlet about the program.
  
- ✓ *Mexican Training Project (New Mexico)* – The Motor Transportation Division (MTD) works with Mexican officials on issues related to harmonizing the transition at the borders as a result of NAFTA, coordinating vehicle safety inspections, and for addressing Mexican drivers' information needs. Program highlights include:

- The MTD installed some guidance signs in Spanish.
- Translated the Out-of-Service (OOS) criteria to Spanish.
- Train Mexican inspectors in MCSAP inspection procedures and will also train Mexican drivers and mechanics on Level 1 inspections.
- Serves on a committee established through the International Association of Chiefs of Police (IACP) and includes AZ, CA and NM. The committee works to prepare for the orientation of Mexican carriers (including registration, operating, and safety requirements) and holds regular meetings with Mexican counterparts.
- Holds town meetings with Mexican carriers in Mexico. Major topics include: log requirements for Mexican drivers operating in the US, mechanical requirements for preparing the trucks to operate safely in the US, and Level I inspections using a video which has been translated into Spanish.
- Performed inspections at Juarez on Mexican carriers during the International Safety Week and handed out pamphlets to drivers with information on inspections in Spanish.
- Train the Trainer Program-using 8 inspectors from the US from CA, AZ, NM, TX, provided training to Mexican instructors to become CVSA certified in Level I who could in turn provide training to other inspectors in Mexico.

## TRAINING PROGRAM DEVELOPMENT

### Training Material (topics and content)

Topics for training programs can be identified through several ways, including:

- ✓ Requests from industry
- ✓ Recurring violations
- ✓ Questions and inquiries from industry
- ✓ Regulatory changes
- ✓ Industry advisory board
- ✓ Industry focus groups
- ✓ Survey of customers
- ✓ Bench marking—what do other states do?
- ✓ Feed back from roadside enforcement
- ✓ Feed back from compliance reviews
- ✓ Crash data analysis

### Trainers

Qualified trainers are very crucial to the success of any training program. The peer exchange team identified the following best practices related to trainers:

- ✓ *Qualified trainers* – Trainers are knowledgeable and comfortable in the subjects they teach. Trainers with field experience can be very effective since they have first hand knowledge about problem areas and deal directly with CMV drivers and carriers.
- ✓ *Specialization* – Training officers will have an interest in the topic rather than trying to learn new areas of expertise. Utah for example had three Public Information Officers who specialize in sharing information with motor carriers and the public.

Minnesota has an entire section (Information Services Section) with a full-time staff dedicated to developing, delivering, and coordinating ETA training programs.

✓ *Effective presentation skills training* (Iowa) – Presenters are required to attend an Effective Presentation Skills Workshop to improve their presentation skills. Confidence levels in training improve as a result of this workshop.

## Customer Service

Adequate customer service is an integral part of an effective ETA program. It is a reflection of user involvement in, satisfaction with, and accessibility to the program. Customers should be involved in the program to determine the needs for training and provide input on the effectiveness of the training and feedback on the accessibility to and satisfaction with the training. Minnesota uses customer focus groups to obtain feedback on its ETA programs, including training seminars and classes. Iowa has a hazardous materials advisory board which provides input on training needs. Utah works with industry partners through the TNT program to identify training needs.

Another issue to customer service is to improve accessibility to training programs. Some of the best practices in this area include:

✓ *Location of workshops* – Training provided at various locations within the state. That is especially critical in providing access to smaller carriers and reducing their burden of attending training (thus increasing attendance).

✓ *Request forms* (Minnesota, Iowa, Utah) – Used to allow motor carriers to request company training seminars or speaking engagements and to inquire about available training opportunities. Some of these forms have a date tag to identify the request date and the response date (tracking how well demand is met).

✓ *Presentation format* – Increased use of computer presentations allows trainers to modify their presentations to fit the needs of specific audiences. Further, this format can be easily adapted to the Internet to reach a larger audience. Iowa uses its statewide video conferencing network to reach audiences in various locations within the state. The use of fax also expedites the delivery of training material to customers and allows them easy access to updated information.

## Marketing

Advertising training programs and opportunities is a critical factor for the success of the ETA program. Generally, it was evident that states and federal agencies have developed strong partnerships with the industry (trucking and other trade associations). These associations can greatly enhance public agency efforts since they have direct contacts with their members. Other good examples of marketing ETA training opportunities:

✓ *Direct mailing* (Iowa, Minnesota, Pennsylvania) – Information on ETA activities mailed to all relevant parties (mailing list of registered carriers, trucking associations, chamber of commerce, etc.) Some states are developing *intrastate* carrier numbers which can facilitate carrier identification.

✓ *Media* – Public Service Announcements, Newspapers, etc.

✓ *Internet* (Minnesota) – Information on regulations, training opportunities, topics, and schedules provided on the agency’s Web site.

## Evaluation

Ultimately states may want to start evaluating the effectiveness of their training programs in making the desired impacts (i.e., changing behavior to ultimately improve safety). However, that may be a long and complicated process and may require additional resources for program management. There are some less cumbersome means for measuring the success of a training program, such as:

✓ *Performance-based hazardous material training program* (Iowa) – Measures the effectiveness of the training program by evaluating the out-of-service ratios and hazardous material incident rates. This practice could be expanded to other training program areas as well.

✓ *Customer satisfaction with the training* (Minnesota, Iowa, and Utah) – Used to obtain feedback from training participants on how to improve the content of information material, the delivery method, and other issues.

✓ Follow ups with motor carriers who received training.

✓ *Knowledge test* – A simple and cost effective before/after test was suggested by a member of the peer exchange team as a tool to measure the effectiveness of delivering the intended information to training program participants (see below)

### BEFORE/AFTER KNOWLEDGE TEST

#### OBJECTIVES

- ☞ Pre-test assesses participants’ base level knowledge of training topic — also introduce them to the main training concepts and encourage them to look for answers to questions they missed.
- ☞ Post-test participants to measure the increase in their knowledge of the topic gained as a result of training (i.e., instructional effectiveness), and identify areas of needed additional training and instruction, based on topic elements that were not grasped by the participants.
- ☞ Post-test can reinforce the training material by reading and discussing the correct answers.

#### APPLICATION

- ☞ To avoid the aversion most people have to taking a “test” it can be referred to as “survey.”
- ☞ Tests may be self-graded by the participants with no individual identification of scores.
- ☞ Participants asked to record their pre and post test scores on blank sheets of paper to be recorded by the instructor.
- ☞ Level of training success is determined by level of improvement in the post-test score compared to the pre-test.



# 5

## INNOVATIVE DELIVERY OPPORTUNITIES

Effective delivery and user accessibility are critical to the success of ETA programs. Information is only valuable when it reaches those who most need it. One of the challenges for ETA programs is to reach small carriers who lack the experience or resources to access or develop their own training programs. Some of these carriers may be unaware in some instances of regulatory safety and operating requirements. State agencies and private industry organizations recognize this need and are continuously trying to reach these carriers with adequate information and training programs.

### TECHNOLOGY

Advancements in information technology are revolutionizing information processing, delivery, and access. At the forefront of this information revolution is the *Internet*, which provides an effective and economical medium for reaching a wide audience with extensive information. The key is access to information when/where the user needs it. There was strong testimony from the site visits to the growing use of the Internet. This medium can be especially valuable to provide access to small carriers. For instance, Ms. Rita Bontz, from the Independent Truck Drivers Association, indicated that the percentage of independent truckers who use the Internet has grown to over 50 percent. These truckers do read the information and want it in a quick, easy-to-read format.

### CVISN

CVISN is aimed at streamlining the permit process and improving highway safety by targeting high risk carriers and implementing an effective pre-clearance program using ITS/CVO advanced technologies. The technologies used in CVISN are expected to enhance and expedite information exchange among system operators and users. It will also eliminate a lot of the red tape and routine functions by simplifying credential application and processing through the use of electronic media.

### Internet

The Internet can potentially provide a timely, accurate, and cost-effective medium for information processing, access, and exchange. The key is access to information when and where the user needs it. Several agencies now provide on-line access to ETA documents, regulatory information, forms, safety updates, construction project information, etc. Minnesota's Internet Web site is an excellent example for other agencies.

In developing their Web site, Mn/DOT considered the following factors:

- User friendly
- Provides the right/needed information
- Keep it up-to-date

Minnesota's Office of Motor Carrier Services Web Page	
Index	Links
Business & Employment	Operating Authority
Driver	Publications
Education & Training	Road Information
Environmental	Size and Weight
Hazardous Materials/Wastes	Special Transportation Services
How to Reach Us	Statutes and Rules
Licensing	Vehicle

### Internet Addresses

The following is a listing of Internet Web sites for states, agencies, and organizations participating in or visited by the peer exchange team. The listing includes only Web sites with relevant information related to motor carrier operations and educational and technical assistance when available. A complete listing of all state Web sites is provided on the project's Internet site (<http://www.cmv-eta.org>).

Colorado	<a href="http://www.state.co.us/gov_dir/revenue_dir/MCS_dir/index.htm">http://www.state.co.us/gov_dir/revenue_dir/MCS_dir/index.htm</a>
Commercial Vehicle Safety Alliance	<a href="http://www.cvsa.org">http://www.cvsa.org</a>
Iowa	<a href="http://www.state.ia.us/government/dot/mvd/">http://www.state.ia.us/government/dot/mvd/</a>
Maryland	<a href="http://www.mdot.state.md.us/mmcp/">http://www.mdot.state.md.us/mmcp/</a>
Minnesota	<a href="http://www.dot.state.mn.us/trim/mcs/index.shtml">http://www.dot.state.mn.us/trim/mcs/index.shtml</a>
Office of Motor Carriers	<a href="http://www.fhwa.dot.gov/omc/omchome.html">http://www.fhwa.dot.gov/omc/omchome.html</a>
Utah	<a href="http://www.sr.ex.state.ut.us/html/motor_carrier.htm">http://www.sr.ex.state.ut.us/html/motor_carrier.htm</a>

### Computer Presentations

Using computer presentations adds to the flexibility and creativity of the presenters and is usually more effective for the audience. Computer presentations such as Power Point, allows the easy use of graphics and color to develop effective presentations that can be easily modified for different audiences and applications. Further, presentations in computer format are much easier to re-produce and exchange among agencies and states.

## Fax

In several of the states visited, both the information providers and the users indicated the effectiveness of using fax service in a variety of ways, such as: regulatory updates, safety news flashes, request for information (fax-on-demand), construction project updates, press releases, etc.

## Video Conferencing

By using video conferencing, presenters can reach more users, especially when travel (for both presenters and attendants) to training seminars can be costly and time consuming. Iowa had a statewide cable-based network that connects most cities within the state. This network is used for conducting workshops, seminars, and meetings.

# OUTLETS

- ✓ *One-stop shopping* (Colorado, Iowa, Minnesota, New Mexico) – As states reorganize and consolidate their motor carrier functions, especially with ITS CVO and CVISN, one-stop shops are becoming more common. These locations offer a great outlet for providing ETA information in a consistent, effective, and convenient manner.
- ✓ *DMV Service Centers* – The DMV in California established a new Industry Operations division which focuses on CMV operations. Because of the extensive infrastructure of its offices DMV service centers are becoming the clearing house for dispersing information material from other agencies as well. Other states should consider the possibility of using DMV centers in addition to traditional outlets, such as weigh scales, inspection stations, and rest areas.
- ✓ *Telephone Help Line* – Although most states have some type of a dedicated help line, these systems are more effective if all inquiries are consolidated in one location to assure consistency. Further, Iowa developed special telephone devices that have single button operations for reaching information from the driver license station to various sections at their One Stop Shop and Motor Vehicle Enforcement (see photo). The OMC has a 1-800 number which provides information on safety ratings, US DOT numbers, motor carrier safety profiles, and contact numbers for OMC division offices.

Colorado	(303) 534-1805 (within Colorado 1-800-332-2088)
Iowa	1-800-925-6469
Minnesota	1-888-4SAFETY
FHWA-OMC	1-800-832-5660



Dedicated information telephones at Iowa Permanent Driver's License Stations

# 6

## OUTREACH

This category covers training and outreach programs that aim at raising awareness of the general public, motor carrier industry groups, or state agency staff about a particular issue. These activities also serve to establish a positive working relationship between state/federal agencies and the industry.

### *TRUCKERS AND TROOPERS*

TNT started in 1991 as a joint effort between trucking industry and law enforcement, designed to enable these parties to better understand the needs and requirements of commercial motor vehicle safety. One of the best examples of this program is in Utah.

✓ *Truckers and Troopers (TNT)(Utah)* – Started in 1991 as a joint effort between the trucking industry and the Utah Highway Patrol (UHP) which established a partnership between law enforcement and the trucking industry. It promotes better understanding of the needs and requirements of each group in addressing commercial motor vehicle safety. As part of this program, the UHP provides training to the trucking industry and traveling public in several areas as discussed in Chapter 4 of this report.

### *RIDE-ALONG*

This program allows officers and commercial vehicle drivers to get exposed to each other's operations, what they have to deal with, and their work environment. Besides being an enlightening experience, it also builds trust and creates a positive environment.

### *SHARE THE ROAD*

This program is a true public-private partnership coordinated by the trucking associations with a mission to reduce crashes of commercial vehicles and other users by promoting safe sharing of roads. The program uses an informal and inclusive process by focusing individual assets and strengths on a shared target. The program is volunteer-driven and relies on networking and communications. Some of the strategies of the program include:

- Educate car and truck drivers
- Emphasize positive relationships
- Focus on young drivers
- Watch for all opportunities to teach

✓ *Pennsylvania Road Team* (Pennsylvania) – Fashioned after the same idea as ATA Road Team. The PMTA picks five drivers every year and gives them two days of training. The team members, who dress in blue blazers and wear patches, become ambassadors for the trucking industry. They visit schools, civic organizations and other functions to promote safety and sharing the road with trucks. The program is coordinated with Pennsylvania DOT and State Police.

✓ *Truck Smart* (Pennsylvania) – Share the Road type campaign developed by Pennsylvania DOT with involvement from AAA. Materials based on crash data, interviews and focus groups of car and truck drivers. Materials developed for truck driver, car driver and carrier and include: brochures, posters and audio tape for truckers. Funded completely from state funds.

✓ *Iowa's Share the Road* – The FHWA-OMC assisted Iowa in getting a grant to develop the No-Zone and share-the-road program. A No-Zone task force was created to promote the No-Zone campaign. They secured participation of two of the largest carriers with the best safety performance records, in providing two trailers with the No-Zone logo. Iowa DOT developed pre-stamped postcards, travel trash bags, stickers, and other materials with the No-Zone logo for Iowa's Great Annual Bike Ride. The program includes participation in the state fair and other festivals and public activities.

✓ *Coffee Break Project* (New Mexico) – New Mexico experiences heavy bridge traffic passing through the state which accounts for a large portion of crashes (30% involve out of state drivers). Since many of these crashes involve fatigue, the Motor Transport Division is working to encourage drivers to stop and take a break. Drivers are given coupons for free coffee or soft drink to encourage them to stop. Motorists can also access road/weather information on an Internet site which also includes a message about taking a break and No-Zone. The information is provided at rest stops kiosks.

## NO-ZONE

Educates the traveling public about the blind spots around commercial vehicles, where commercial vehicle drivers are unable to detect the presence of vehicles and other obstructions using their mirrors. Training is provided at schools, during state fairs, at rest areas, during ATA's Truck Driver Appreciation Week, and the International Transportation Safety Week. Trucking companies donate specially marked (No Zone) trailers for these demonstrations and participate in educational and outreach activities.

✓ *No Zone* (Utah) – Educate the traveling public about the blind spots around commercial vehicles, where commercial motor vehicle drivers are unable to detect the presence of vehicles and other obstructions in their mirrors. Training is provided at rest areas throughout the year and during ATA's Truck Driver Appreciation Week and the National Highway Transportation Safety Week.

✓ *No-Zone school presentations* (Pennsylvania) – Conducted by trucking companies and owner operators (e.g. Somerset County Truckers Association members). Team members go off the road and make presentations on No Zone to local schools. No government reimbursement involved and the program is entirely run by the state's Owner Operators Association.

✓ *Share the Road/No-Zone Campaign* (Minnesota) – MN State Patrol uses tractor-trailers outfitted with No-Zone graphics to present blind spots around trucks to high schools throughout the state. State's driver's manual and the driving test have specific information/questions on No-Zone. The MSP participates in local events and State Fair to promote and highlight Share the Road and No-Zone.

✓ *Iowa Driver's Manual* (Iowa) – Driver's manual contains information on the No Zone. Also incorporated questions on the No Zone on the written driver test.

## ***TRUCK DRIVING CHAMPIONSHIP***

Representatives from the highway patrol and other law enforcement attend these championships and volunteer as judges of the driver competitions. In addition, the contacts with CMV drivers and the public is used to hand out ETA material to raise the level of awareness about safety issues such as share the road and No Zone.

## ***ROAD WATCH (PIKE WATCH)***

The program started in 1990 as a cooperative effort between the Pennsylvania State Police, Penn DOT, Turnpike Authority, and large motor carriers to alert law enforcement to unsafe highway conditions and drivers, such as speeding, DUI, stranded motorists, etc. In 1993, the ATA adopted the Pennsylvania Pike Watch concept and gave it the name Road Watch to stage as a national effort.

## ***ATA TRUCK DRIVER APPRECIATION WEEK***

In addition to recognizing truck driving professionals and the important role they play, State MCSAP agencies participate during this week with motor carriers to provide awareness and education programs to the driving public (such as No Zone).

## ***INTERNATIONAL HIGHWAY TRANSPORTATION SAFETY WEEK IHTSW)***

The FHWA Office of Motor Carriers and the Commercial Vehicle Safety Alliance organize the IHTSW every year. This effort involves states, territories, Canadian provincial agencies, Transport Canada and Mexico. The key message of IHTSW is that highway safety is a shared responsibility – all drivers (of trucks, buses, and passenger cars) and organizations (public and private) are responsible for ensuring safe highways.

IHTSW participants develop activities to foster appreciation, education, technical assistance, and traffic enforcement. In addition to roadside inspections, Share the Road national safety campaign, including the No-Zone is highly promoted to educate motorists. The IHTSW provides an excellent opportunity to educate the public not only about safe driving practices, but also about the many programs and innovative projects being pursued to improve truck and bus safety on our Nation's highways.

# 7

## PARTNERSHIPS AND COORDINATION

### *STATE TRUCKING ASSOCIATIONS*

These organizations play a key role in improving highway safety not only for the trucking industry, but also for the general public. They are very active in working with state agencies and supporting their ETA efforts. In several of the states visited, the trucking associations play a lead role in developing and supporting ETA programs. Because of the nature of these associations, they can play a great role for marketing states' ETA programs to their members, provide input on necessary training needs, create opportunities for delivering ETA programs, and contribute to a positive atmosphere between federal and state agencies and the trucking industry.

### *ADVISORY COMMITTEES/BOARDS/COUNCILS*

States have several mechanisms for dialogue with the trucking industry. These advisory boards which go by various names generally aim at working with the trucking industry on various regulatory, administrative, and safety issues. These forums usually have strong representation from motor carriers.

✓ *Colorado Motor Carrier Advisory Council* (Colorado) – Shapes and guides compliance and the regulatory process. The council consists of government and industry representatives and has a unified voice in state transportation issues. The council meets every three months or when needed.

✓ *Focus Groups* – This type of coordination is used in Minnesota to obtain input and feedback from the users (motor carriers, shippers, trade associations) on state ETA program, problems areas, and ways to improve.

✓ *Advisory Committee* (Iowa) – The Iowa DOT Motor Vehicle Division has a motor carrier Advisory Committee which meets at least twice a year, or as needed, to discuss current issues and proposed regulatory and legislative changes. Iowa also has a Hazardous Material Advisory Group which provides input specifically on HM training.



✓*CVISN* – Although the focus of CVISN is on the use of information technology to improve motor carrier administrative and regulatory processes, it is bringing about some tangible benefits. In most states, the planning for and implementation of CVISN launched a self-evaluation process to identify how the program functions and to point to problem areas and opportunities. This process is accomplished through a representative group of all stakeholders from public agencies and private industry. As a result, CVISN is creating an effective forum for dialogue. CVISN also promises to improve information delivery and processing which can greatly enhance ETA activities and programs.

✓*NAFTA* – Similarly, the preparation for the various stages of implementing NAFTA created forums, partnerships, and a wealth of information for regulatory and operational requirements especially across the U.S. and Mexican borders. Spanish language training for US officers and outreach visits to Mexican officials and carriers are just few examples of this effort.

✓*No Zone* – The No Zone campaign is a perfect example of a true partnership between public agencies and the trucking industry to address a critical safety issue. These partners share expertise, resources, activities, and personnel to carry out an effective program. Additionally, the program forges a strong and positive relationship with motor carriers and corrects any public misconceptions about commercial vehicle drivers and operations.

✓*Insurance Companies* – Insurance companies can play a major role in providing training to motor carriers and supporting states ETA programs. They have extensive programs for their customers, however, the key is to coordinate these efforts with those of the federal, state, and private industry.

✓*Shippers* – Shippers can be a great resource to utilize for ETA effort. Industry associations, especially hazardous material shippers, involvement in ETA programs can potentially improve highway safety. Shipper awareness is key to reduce or eliminate unreasonable delivery demands on drivers and carriers.

# 8

## PRIVATE SECTOR ETA

Several private sector companies and associations participated in the peer exchange activities, including trucking companies, trucking associations, shippers, and insurance companies. The participation of private sector companies provided a wealth of information on their ETA activities, and more importantly, insights on their assessment of Federal and State ETA programs. Visits to trucking companies and presentations by company and association officials provided the peer exchange team with a sampling of the extensive private sector ETA activities. These activities range from company-specific driver training programs to public awareness campaigns.

Although a full description of all these programs falls beyond the scope of this report, there could be some value in highlighting practices that may benefit other agencies or organizations. The following sections contain summary information about private sector ETA practices categorized into three sections: trucking companies, trucking associations, shippers, and insurance companies. Readers are also encouraged to refer to the Interim Reports from the site visits which may provide more detailed information about some of these private sector ETA practices(available at <http://www.cmv-eta.org>).

### *TRUCKING AND INDUSTRY TRADE ASSOCIATIONS*

Trucking associations and other industry trade associations provide a great resource for developing and marketing ETA programs. These associations can offer an effective and inexpensive forum for providing training and outreach to their members during their various activities. Examples of these activities include industry conventions, trade shows, etc. Chemical/Agricultural associations also play a major role in hazardous material training, education, and outreach.

Partnerships between trucking associations and federal and state enforcement agencies were very evident in all the states visited. Several of the trucking associations' best ETA practices have been already identified in other sections of this report and will not be discussed in this section. However, a good example of the success of private/public partnership is the No-Zone campaign. Trucking associations can also help in reaching smaller carriers who may not be members. For example, carriers who call the trucking association with questions stemming from enforcement contacts are provided with ETA material and added to the distribution list.

# TRUCKING COMPANIES

Education and training are integral parts of business for most trucking companies. Trucking companies allocate significant resources to provide education and training programs for two main reasons: 1) recruit and retain quality drivers and 2) reduce losses due to crashes. These programs vary depending on the company's size, business plan, operations, traffic, and equipment. Additionally, safety performance is becoming an integral part of marketing trucking company services. Some of the relevant ETA programs common among trucking companies include:

- ✓ Initial driver training and orientation – training may initially be provided through truck driving schools, however, most large trucking companies have their own training. Material may be shared with smaller carriers or used in developing informational material.

- ✓ Special safety training – Targets general and critical safety areas depending on company's type of operations. A good example is the monthly *Safety Thursday* at Landstar.

- ✓ *Landstar Safety Thursday* – This program which is broadcasted as a tel-conference addresses a specific safety issue each month. Some of the most popular safety issues include construction zone, backing up, school bus safety, vehicle inspections, balancing family and life on the road, etc. Safety Thursday is hosted by a different company division each month and may include a guest speaker who usually has expertise in the subject matter. State and federal personnel may also participate in the conference.

- ✓ *Landstar Road Show* – Another Landstar ETA program is handing out Road Show tapes for its drivers. The Road show is a 60 minute audio cassette that combines music, company information, industry issues, and safety tips. About five of these tapes are prepared each year and distributed to company drivers.

- ✓ Public awareness campaigns – Target driving public and schools with special emphasis on *share-the-road* activities such as No-Zone. Larger carriers have donated trailers and other equipment and provided staff to be used in these campaigns.

## Participating Companies

Several trucking companies were visited by the peer exchange team or provided presentations part of peer exchange team visits. These companies provided valuable input on ETA programs and activities. These companies included:

- Dart Transit, Minnesota
- Fortune Transportation, Minnesota
- Landstar, Rockford, Illinois
- CR England, Utah
- Dick Simon, Utah

## ***SHIPPERS***

Shippers are playing a growing role in safety by requesting an acceptable performance from carriers. Shippers service demands can also influence safety, such as delivery schedules. The recent changes in logistics and business strategies have resulted in yet a closer relationship between shippers and carriers. As a result, shippers deal with fewer carriers over a longer time period. Only carriers that can meet service, reliability, and safety standards may enter into these arrangements. This is more evident in hazardous material shipping. For example, 3M, one of the nation's leading manufacturers of innovative products, some of which are hazardous material, made safety part of its business. 3M requires potential carriers to fill out an extensive safety survey and go through an on-site visit by either 3M or third party. The visits examine the carrier's safety management systems, ranging from management attitude to having adequate driver education and training programs.

## ***INSURANCE COMPANIES***

Insurance companies by nature of their business have extensive safety training and orientation programs for their customers and a vigorous system to evaluate potential carriers. A representative from Great West Casualty during a presentation to the peer exchange visit to Minnesota, highlighted some of the safety forms and materials provided to their clients. The material includes: safety regulations, accident reporting procedures, maintenance procedures, safe operations, and truck driving techniques (audio tapes).